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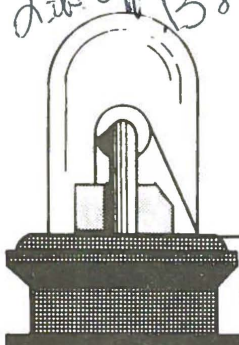
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Naval Postgraduate School

BUSINESS BAROMETER '71

VOL. IV, No. 6

NAVY MANAGEMENT SYSTEMS CENTER

(The 'Systems Approach' is alive and well in the West Wing of Herrmann Hall)

In a few short weeks the third anniversary of Robert Strange McNamara's vacating General Pershing's desk in Suite 880 of the E Ring in the Pentagon will have passed. Charles Hitch has long since found favor as President of the University of California; and the young and brilliant Doctor Enthoven is soon to find himself not so young (40 years old this year) but still brilliant and a bit more affluent in his Vice President's chair at Litton Industries.

It is difficult to believe that ten long, turbulent years have expired since the advent of the "McNamara Revolution" in Defense Management. How well has that revolution fared? Is Systems Analysis and Cost Effectiveness still the kingpins they were in the hey-day of the House Appropriations Committee meetings in which Secretary McNamara and his vanguard of "whiz kids" so illustriously starred? It would seem at the very least, a qualified yes, would be the most appropriate answer to these questions. While emphasis has shifted in DOD and the Services somewhat lately, it seems that PPBS, quantitative analysis -- the 'Systems Approach' is here to stay. The answer must be qualified, for like anything else revolutionary, time wears off the glitter. In more Mod terminology something is no longer radical when it's just about everybody's bag.

One of the key instruments in the institutionalization of Systems Analysis and qualitative and quantitative techniques in defense management lies on the first deck of the West Wing of Herrmann Hall. It is the Navy Management Systems Center. It is our purpose here to explore the Center, a factor of the Monterey Complex that has remained an unknown to many of our students.

This month marks the fifth year of existence of the Navy Management Systems Center for it was established as a separate Navy Activity in February of 1966. Its precursor was the Defense Management Systems Course, first offered by NPS to selected officers and civilians in September 1965. Since opening day, almost three thousand high and middle ranking defense managers have attended one of the courses sponsored by NMSC. Of this total, there were over four hundred foreign participants from twenty-six countries. It would seem that Hitch and McKean's, THE ECONOMICS OF DEFENSE IN THE NUCLEAR AGE has been translated and published in more languages than English and Russian.

The purpose of the Navy Management Systems Center is "to fulfill Department of Defense requirements for educating high-level military and civilian personnel working in planning, programming and budgeting, systems analysis or resource management activities of DOD components in the Office of the Secretary of Defense, departmental or agency headquarters, and selected major commands."

The Center presently offers the following Curriculum:

<u>COURSE TITLE</u>	<u>LENGTH</u>
1. Defense Management Systems Course (DMSC)	Four Weeks
2. Defense Management Systems Course (Flag Officers)	One Week
3. Navy Shore Station Management Course (on site)	Four Weeks
4. Navy Advanced Management Course	Two Weeks
5. Defense Management Seminar (International)	One Week

(OVER)

In addition an innovation recently added and presently underway is the thirteen week International Defense Management Course which includes a more extensive examination into analytical decision making, as well as field trips and application seminars, for allied officers. This flexible curriculum is reflective of the dynamics of NMSC, for it is an institution well attuned to the management of change.

NMSC is, of course, operated by the Navy with Rear Admiral McNitt as its Director. Technical sponsorship, however, is exercised by the Assistant Secretary of Defense (Systems Analysis) and the Assistant Secretary of Defense (Comptroller). The Executive Director is Dr. H. Paul Ecker a prior Chairman of the Department of Business and Economics at NPS (1962-1965).

We spoke with Dr. Ecker in his office on the problems facing Defense today and in particular on the role of the Center in alleviating those problems. He sees the DOD management system as one constantly evolving in an increasingly complex and rapidly changing world and one in which competing demands on limited national resources plays a more central function than ever before. These factors are inherent producers of a need for a continuing educational system. A system which is designed to allow a maximum flow of ideas to solve present and future management problems.

To assist management students at NMSC in providing that flow, Dr. Ecker has convoked a unique faculty. Their diverse backgrounds bring a whole range of disciplines into the classroom. Moreover, all new faculty must complete the course prior to participating fully as lecturers or discussion leaders. Those faculty weak in quantitative background must develop sufficient mathematical and statistical skills to solve all the problems assigned to the students.

This all contributes to what the Executive Director entitles the "interdisciplinary approach to education." This approach is one in which decision theory forms the nucleus of a web. Feeding into the nucleus are the contexts of ORGANIZATION or STRUCTURE, TECHNOLOGY and PEOPLE. Championing one of these factors at the expense of the others creates an imbalance that destroys the totality necessary for a manager's perspective. Thus, the need for interdisciplinary education.

In Dr. Ecker's words, "whatever else is accomplished by the Center's programs, the most important gain is a change in a student's attitude and perspective so that new ideas in Defense Management can be turned into action."

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